



*The Operational Environment  
Through 2030*

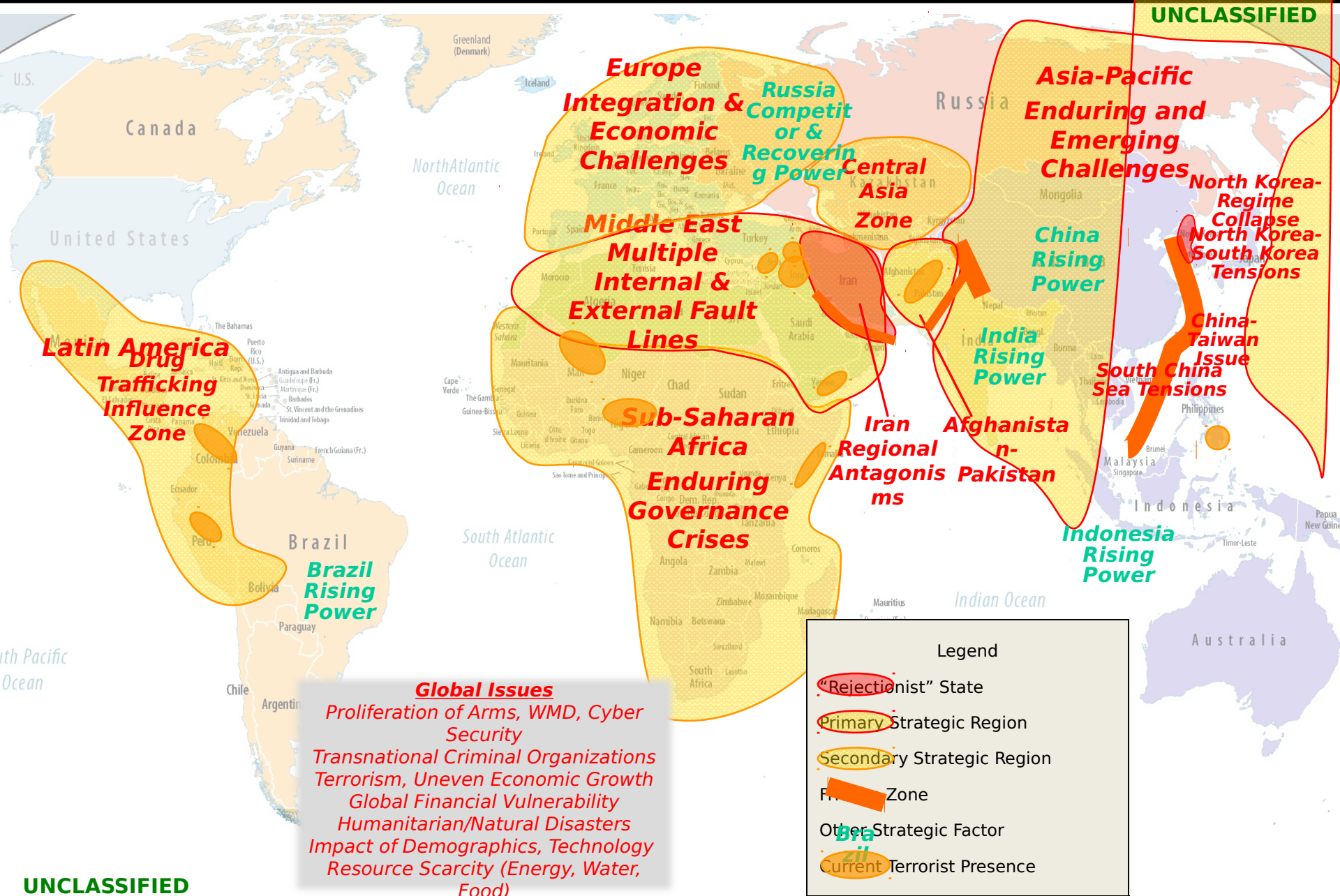


***Presented by Mr. Carl E. Pales, NGIC***

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- Wide Spectrum of Potential Threats, Challenges, Contingencies
  - Iran, North Korea, Afghanistan-Pakistan, Multiple Enduring Fault Lines in Middle East, Africa, Central Asia Will Remain Sources of Threats and Challenges
  - Managing the Relationship with China Only Part of the Problem...U.S. Will Continue To Be Needed as Balancer in Asia, Africa, Middle East
  - Transnational Terrorists, Insurgents, and Criminal Organizations Will Remain Common Features of the Strategic and Operational Environment
  - U.S. Remains Globally Powerful, but Freedom of Maneuver Has Narrowed...Greater Need for Support of Strong and Expanding Partnerships
- The U.S. Army Must Be Prepared to Operate in a Full Range of Complex Environments
  - Many Crises Will Be Ambiguous...Threats to U.S. Interests May Only Be Clear after Situation Has Evolved and Deteriorated
  - If Our Shaping Operations Are Inadequate, U.S. Options May Be Limited







# AMERICA'S ARMY: THE STRENGTH OF THE NATION

## Potential Crises to 2030

Colors Indicate Regional Groupings with Shared Factors



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**The Spark**

- Peaceful Popular Protests
- Government Responds with Repression

**Syria in Deteriorating Situation**  
**Crisis**

- Armed Opposition
- Active Terrorism
- Continuous Military Operations
- Refugees & IDPs
- UN Security Mission
- Atrocities
- Border Clashes
- External Actors

**Vital U.S. Interests\*** UNCLASSIFIED

- Security & Stability of Allies, Partners
- Respect for Universal Values
- Promote Peace, Security, Opportunity
- Open International Economic System
- Control
  - Sectarian Militias
  - Frequent Atrocities
  - Growing Islamic Extremist Influence with Safe Haven
  - Instability Spills Over to Neighbors
  - Border Clashes with Neighbors
  - Compromised CW Munitions
  - Polarized Middle East, Global Alignments, Economic Slump

★ Prevent?

★ Shape?

★ Win?



## Ends

- Wealth
- Resources
- Political authority
- Influence
- Sovereignty
- Identity
- Legitimacy

## Ways

- Competition
- Cooperation
- Conflict

## Means

- Attack the "will"
- Complexity - Chaotic Conditions
- Anti-access
- Asymmetry

## Essential Elements of the Complex Environment

- Multitude of Independent Actors
  - Threat, Malicious, and Neutral/Friendly Actors
- Technology Enables Effective Action - Violent and Nonviolent - and Rapid Adaptation
- Fragile or Ineffective Governance



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## Characteristics

### Lethal

- Well Armed
- Technology Proliferates to Many
- Non-linear Relationship between Economic and Military Power

### Persistent

- Victory Ill Defined
- Blurred Transitions, e.g. Conflict to Post Conflict.
- Unexpected Friction

### Asymmetric

- Sidestep US Preferred "Way of War"
- Deny ISR & Strike Options
- Exploit Cyber
- Unforeseen Effects

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**Essential  
Elements of the  
Complex  
Environment**

- Multitude of Independent Actors
- Threat
- Malicious
- Neutral/Friendly
- Technology Enabling Effective Action – Violent and Nonviolent – and Rapid Adaptation
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The global operational environment is complex, characterized by a multitude of actors presenting a wide range of possible threats under conditions of uncertainty and chaos. Adversaries' regular forces, irregulars, our coalition partners, criminals, refugees, NGOs and others intermingle in this environment and interact in many ways. Each of these actors may have an agenda, often at odds with our objectives, those of other actors, and those of the existing political order. Besides a broad range of readily available conventional weapons, threats and malign forces can select from an array of affordable technologies, adapting them to create unexpected and lethal weapons. Social media will enable even small groups to mobilize people and resources in ways that can quickly constrain or disrupt operations. This complex operating environment will continuously evolve as conditions change.

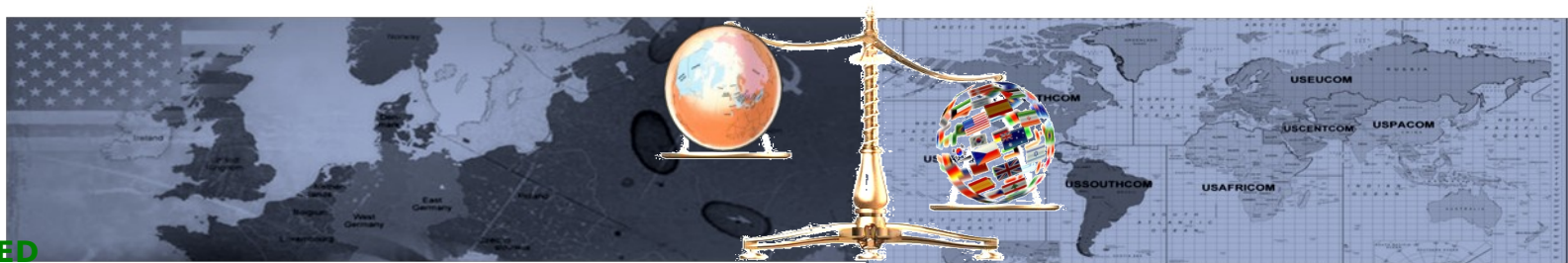
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- **We Are Confronted by a Wide Spectrum of Potential Threats, Challenges, Contingencies**

- Range of Economic and Geopolitical Issues Contributes to a Highly Complex Security Environment -- Potential Crises are Not Hypothetical – but Unfolding Now
- Iran, North Korea , Afghanistan-Pakistan, Multiple Enduring Fault Lines in Middle East, Africa, Central Asia Will Remain Sources of Threats and Challenges
- Managing the Relationship with China Crucial, but only Part of the Problem...U.S. Will Continue to be Needed as Balancer in Asia, Africa, Middle East
- Transnational Terrorists, Insurgents, and Criminal Organizations Will Remain a Significant Threat to International Security and U.S. Interests
- US Remains Globally Powerful, but Less So--Freedom of Maneuver Has Narrowed...Requires More Shaping in Concert with Strong and Expanding Partnerships

- **U.S. Army Must Be Prepared to Operate in a Full Range of Complex Environments**

- Many Crises Will Be Ambiguous...Threats to Our Interests Only Clear after Situation Has Evolved
- Early Engagement, Shaping, Regional Presence, Prevention...Critical to Global Stability, Our Security
- Inadequate Shaping Means Limited Options







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